

NCO ACADEMY POLICY LETTERS

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DEPARTMENT OF THE ARMY
U.S. ARMY LOGISTICS UNIVERSITY
LOGISTICS NONCOMMISSIONED OFFICER ACADEMY
562 QUARTERS ROAD BUILDING 12420
FORT LEE, VIRGINIA 23801-1399

REPLY TO
ATTENTION OF

ATSZ-NC

13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #1 – Tobacco Products Use

1. REFERENCE:

- a. DOD Directive 1010.15, Smoke-Free Workplace, 7 March 1994.
- b. AR 600-63, Army Health Promotion, 102, 27 March 1994.
- c. TRADOC Reg 350-6, IET Training, 30 December 2005.

2. Purpose: To establish the policy for the NCO Academy on the use of tobacco products (smoking and non-smoking) in building and facilities, including tenant activities in the NCO Academy.

3. Applicability: The policy applies to all assigned or attached personnel to the Logistics NCO Academy and to visitors, both official and unofficial, to the academy.

4. General: The Surgeon General of the United States Public Health Service has determined that the smoking of tobacco can constitute a hazard to health. We recognize the right of individuals working in occupied buildings to an environment reasonably free of contamination.

5. Policy:

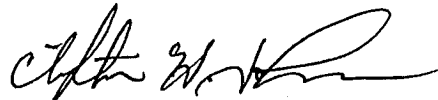
a. Tobacco products within the NCO Academy will be controlled in accordance with the following guidelines:

(1) Tobacco products are only permitted in designated areas outdoors and at least 50 feet from common points of entry/exit.

(2) Tobacco products are not permitted inside classrooms, offices, supply rooms, and billets.

b. A copy of this memorandum will be maintained in all buildings by the Logistics NCO Academy. Students residing in the billets will maintain a copy in their billets binder.

6. "Train to Lead. Lead to Train. NCO's Make It Happen"


CLIFTON H. JOHNSON
CSM, USA
Commandant



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MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #2 – Leaves, Passes and Permissive TDY

1. Purpose: This policy letter outlines the procedures that will be used to request leave, pass or permissive temporary duty (TDY).
2. Applicability: The policy applies to all assigned or attached personnel to the Logistics NCO Academy.
3. General Instructions:

a. Regular Leaves:

(1) Cadre requesting a leave must submit their DA Form 31 through their chain of command to the NCO Academy Administration Section who will forward request to the Commandant. DA Form 31 must be submitted **NLT 14 days prior to start date**.

(a) All cadre E-6 and below must physically sign in/out on leave with the Administrative Clerk during duty hours or with the staff duty NCO after duty hours, weekends, and holidays.

(b) All cadre E-7 and above can call the staff duty NCO to sign in/out on leave. It is your responsibility to ensure you have been properly signed in or out on leave.

(2) Extensions are approved by the **Commandant ONLY** after the appropriate Branch Chief has been informed.

(3) Soldiers TDY en route must submit their DA 31 to their Branch Chief for approval and then forward to the NCO Academy Administration Section **10 working days** prior to graduation date. Leave must take place prior to the reporting date on the Soldier's orders.

(4) Soldiers TDY and return must have their DA 31 approved by their home unit 1SG or Commander. If the Soldier does not have an approved leave prior to reporting for school, they must contact their unit to have it approved. Verification of approved leaves can be made telephonically by any NCO Academy cadre or small group leader; however, a copy must be faxed prior to Soldier going on leave.

b. Permissive TDY:

(1) For those taking all 10 days (if PCSing) or 20 days (if retiring) at one time, you are authorized to clear Fort Lee prior to starting your permissive TDY.

(2) For those taking permissive TDY in increments, you will not be authorized to clear until you have completed permissive TDY. You must physically sign in and sign out on permissive TDY with the Administrative Clerk during duty hours. If signing in and out during non-duty hours you will sign in with the Staff Duty NCO only; telephone calls will not be authorized. Once permissive TDY is complete, you will be authorized 10 working days (if PCSing) or 20 working days (if retiring) to clear Fort Lee.

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SUBJECT: NCOA Policy Letter #2 – Leaves, Passes and Permissive TDY

(3) If you are retiring in the local area, you will not be authorized permissive TDY. Exceptions are on a case-by-case basis under extreme circumstances.

c. Passes:

(1) Branch Chiefs need to monitor closely those individuals with an excess of 60 days accrued leave. They will not be granted any passes other than the ones given by the Commandant for special occasions.

(2) Cadre departing on pass or leave will have a completed DA Form 31 processed as stated for leave requests. All cadre E-6 and below must physically sign in/out on pass with the administrative clerk during duty hours or with the staff duty NCO after duty hours, weekends, and holidays. All cadre E-7 and above can call the staff duty NCO to sign in/out on pass. It is your responsibility to ensure you have been properly signed in or out on pass.

(3) Soldiers traveling in excess of 350 miles from Fort Lee (one-way distance) will have a pass approved by the SLC or ALC Branch Chief. All passes will be typed on a DA Form 31.

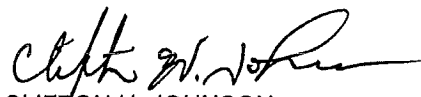
(4) Soldiers requesting a pass that will require them to miss POI training will have it approved by the NCO Academy **Commandant ONLY**.

(5) Copies of all passes will be on file with the staff duty NCO.

4. Prior to personnel departing on pass, leave, three- or four-day holiday weekends, a POV inspection and safety briefing will be conducted by the Branch Chief or senior small group leader.

5. This policy is punitive in nature. Soldiers who violate its provisions will be subject to punishment under the Uniform Code of Military Justice.

6. "Train to Lead. Lead to Train. NCO's Make It Happen."



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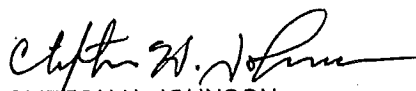
13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #3 – Visitation Policy

1. Purpose: To establish the visitation policy for all lodging occupied by the Logistics NCO Academy.
2. Applicability: The policy applies to all assigned or attached personnel to the Logistics NCO Academy.
3. Policy:
 - a. Permanent party members will not enter a student's room, except when conducting official business.
 - b. Students will not entertain a member of the opposite sex (whether student or visitor) in their room unless a third person is present and the room door is left ajar.
 - c. Visitation hours are as follows:

Monday thru Thursday 1800 – 2200
Friday 1800 – 2400
Saturday 0900 – 2400
Sunday and Holidays 0900 – 2200
 - d. All visitors will depart lodging no later than the times specified above.
4. This policy letter is punitive in nature. Soldiers who violate its provisions will be subject to punishment under the Uniform Code of Military Justice or eliminated from the course.
5. SLC and ALC Branch Chiefs will ensure that both permanent party members and students are aware of this policy letter.
6. "Train to Lead. Lead to Train. NCO's Make It Happen."


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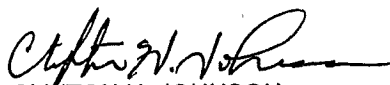
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MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #4 – Equal Opportunity (EO)

1. As Commandant, I fully endorse the EO policy set forth by the Commander, U.S. Army Logistics University. Equal opportunity is every Soldier's business. Every Soldier and leader assigned to this command has a responsibility to promote a positive working environment that is free of discrimination. I want to guarantee Soldiers, leaders, Department of the Army civilians (DAC), and their family members a command climate that treats everyone with respect, dignity, and compassion without regard to race, color, religion, nationality or gender.
2. Soldiers and their family members will be given the fullest opportunity for professional achievement and personal growth. I want to ensure that we have a command climate that promotes and encourages every Soldier and family member to freely identify and report injustices and discrimination of any form without the threat of intimidation or reprisal. I expect every Soldier and leader to take swift and positive steps to help eradicate biased behaviors and discrimination practices. Discrimination and sexual harassment of any form is unacceptable and will not be tolerated.
3. I challenge the chain of command and every noncommissioned officer to make this a policy, a living document. It is only with full command support that equal opportunity can become a reality. Towards that goal, anyone assigned or attached to this command that violates this policy will be dealt with accordingly. Soldiers and their family members are encouraged to use the NCO Academy EO representative located in Bldg. 12420, 765-8932. Should anyone feel uncomfortable or fearful about filing a complaint within their chain, feel free to see me on my open door policy.
4. This policy memorandum will be given the widest possible dissemination and will be used during the command's in processing to all cadre and students.
5. "Train to Lead. Lead to Train. NCO's Make It Happen."


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MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #5 – Open Door Policy

1. Purpose: To establish an open door policy for the Logistics NCO Academy.
2. Applicability: This policy applies to all personnel assigned or attached to the Logistics NCO Academy.
3. General: As Commandant, I am available at all times to answer questions and discuss problems or complaints of any nature you may have. All personnel should utilize their NCO support chain when possible. If you have an issue that you feel you cannot go to your NCO support chain with, you may utilize the open door policy.
4. Policy:
 - a. My specific open door policy will be Monday through Friday. These specific days are set aside to allow you the opportunity to discuss those problems with me that you feel cannot be solved through the chain of command.

(NOTE: For emergencies, my door is always open!)
 - b. To ensure that I am available, it is required that my administrative coordinator be contacted and an appointment made.
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MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #6 – Drugs and Alcohol

1. Purpose: To establish the drug and alcohol policy for the Logistics NCO Academy. Official functions at the Logistics NCO Academy organization day and separate unit functions are encouraged as a means to welcome, farewell, celebrate important events, for team building, and as a quality of life enhancement. The focus of these social events will be for one or more of the above reasons and not solely for the consumption of alcoholic beverages. The consumption of alcoholic beverages at official functions will be authorized on a case-by-case basis via a request to the ALU Commander at least 10 days in advance of the event.
2. Applicability: This policy applies to all personnel assigned or attached to the Logistics NCO Academy.
3. Policy: The following guidelines will be strictly enforced:
 - a. Soldiers will neither consume, nor be under the influence of alcohol during duty hours. A Soldier that reports to duty under the influence of alcohol or drugs will be referred to a medical facility for further evaluation.
 - b. Soldiers of legal age (21) will neither buy nor otherwise provide alcoholic beverages to any Soldier or civilian under the legal age of 21.
 - c. This policy letter is punitive in nature. Soldiers who violate its provisions are subject to elimination from the NCO Academy and/or subject to be punished under the Uniform Code of Military Justice.
 - d. Cadre personnel assigned/attached to the Logistics NCO Academy will undergo urinalysis testing a minimum of twice a year. Students will undergo urinalysis testing at a minimum of once during their curriculum.
 - e. Soldiers who feel they have a drug and/or alcohol abuse problem are strongly advised to seek help under the self-referral program.
4. SLC and ALC Branch Chiefs will ensure that both permanent party members and students are aware of the provisions of this policy and that a copy of it is placed in each billet room.
5. "Train to Lead. Lead to Train. NCO's Make It Happen."


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MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #7 – Reenlistment Incentive Program

1. Reference: AR 601-280, 31 January 2006.
2. Purpose: To outline procedures to recognize personnel who reenlist.
3. Applicability: This policy applies to all personnel assigned or attached to the Logistics NCO Academy.
4. General: Soldiers who reenlist are eligible for the following incentives for reenlisting or transitioning into the Reserve components.
 - a. NCO Academy oath of reenlistment certificate.
 - b. Special pass – A four-day pass.
 - c. The day off prior to the day of reenlistment (providing schedule allows). NOTE: Make every effort to ensure this is obtainable.
 - c. Exemption from the NCO Academy staff duty roster for 30 consecutive days.
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MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #8 – Wear of the Army Physical Fitness Uniform (PFU)

1. Purpose: To establish the wear of the Army physical fitness uniform policy for the NCO Academy.
2. Applicability: This policy applies to all personnel assigned or attached to the NCO Academy.
3. General: The PFU is designed for uniformity during physical fitness training by all Soldiers.
4. Policy:
 - a. The PFU is not authorized to be worn off post to establishments such as malls, restaurants or bars.
 - b. The PFU will not be worn to any facilities on post; i.e. PX, bank, Post Theater, Burger King, clubs, commissary, or any other establishment to include clothing sales. The PFU will not be worn for details.
 - c. The PFU may be worn to physical therapy appointments when required or in transit between the Soldier's individual residence to the shopette and the service station. Standards of wear and appearance specified in AR 670-1, Chapter 14, will apply at all times.
 - d. The Army issue gray or black spandex is authorized for wear.
5. "Train to Lead. Lead to Train. NCO's Make It Happen."


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MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #9—Sexual Harassment

1. Reference AR 600-20, Army Command Policy, 11 February 2009.
2. Purpose: This policy is intended to set forth this organization's position as it relates to sexual harassment.
3. Legal Definition: Sexual harassment is a form of sexual discrimination and is an 'unlawful employment practice' under Title VII of the 1964 Civil Rights Act. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct constitute sexual harassment when:
 - a. They are part of a manager's or supervisor's decision to hire or fire.
 - b. They are used to make other employment decisions such as pay, promotion or job assignment.
 - c. They interfere with the NCO/employee's work performance.
 - d. They create an intimidating, hostile or offensive work environment.
4. Behavior That Can Constitute Sexual Harassment: Sexual harassment is defined as deliberate or repeated behavior of a sexual nature which is unwelcome. It can include verbal behavior such as unwanted sexual comments, suggestions, jokes or pressure for sexual favors; nonverbal behavior such as suggestive looks or leering; and physical behavior such as pats or squeezes, or repeatedly brushing against someone's body. Some specific examples of inappropriate or illegal behavior include:
 - a. Negative or offensive comments, jokes, or suggestions about another employee's gender or sexuality.
 - b. Obscene or lewd sexual comments, jokes, suggestions or innuendos.
 - c. Slang, names, or labels, such as "honey", "sweetie", "boy", "girl", that others find offensive.
 - d. Talking about or calling attention to an NCO/employee's body or sexual characteristics in a negative or embarrassing way.
 - e. Laughing at, ignoring, or not taking seriously an NCO/employee who experiences sexual harassment.
 - f. Blaming the victim of sexual harassment for causing the problems.
 - g. Continuing certain behavior after a co-worker has objected to that behavior.
 - h. Displaying nude or sexual pictures, cartoons, or calendars on company or organizational property.

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SUBJECT: NCOA Policy Letter #9 – Sexual Harassment

5. Importance of the Problem: Sexual harassment negatively affects morale, motivation, and job performance. It results in increased absenteeism, turnover, inefficiency, and loss of productivity. It is inappropriate, offensive, and illegal, and it will not be tolerated in this organization.

6. NCO/Employee Procedures: This organization will take an affirmative role in protecting its NCOs/employees from sexual harassment. Should an instance of inappropriate behavior occur, it is the NCO's/employee's responsibility to bring it up to the attention of the management. This includes NCOs/employees who think that they are the recipient of sexual harassment and also those who believe that they have witnessed another NCO/employee being harassed. If you believe you are being sexually harassed, take action immediately by:

a. Identifying the offensive behavior to the harasser and requesting that it stop.

b. Discussing your concern immediately with a supervisor, manager, personnel official, or others authorized to deal with discrimination complaints such as the EEO counselor or affirmative action representative.

7. Organizational Procedures: When a supervisor or manager is notified of alleged harassment, he or she will promptly investigate the complaint. The investigation may include interviews with the directly involved parties, and where necessary, the NCO/employee who may have observed the alleged harassment or who may be similarly situated with the complaining NCO/employee.

8. Disciplinary Action:

a. Complaints of sexual harassment will be dealt with promptly. An NCO/employee who sexually harasses another NCO/employee will be disciplined as in any other case of serious, illegal NCO/employee misconduct.

b. If the investigation shows that the accused NCO/employee did engage in harassment, I will take appropriate action outlined in the UCMJ. Additional actions that may be taken include verbal, and/or written reprimands, a letter in the NCO's/employee's file, or an NCO/employee transfer, where warranted.

9. Questions or Concerns:

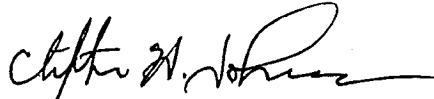
a. It is my intention to make this organization an enjoyable place to work for all NCOs/employees, and I will actively seek to identify areas of concern and take appropriate action.

b. An NCO/employee who has questions or concerns regarding this policy should talk with his or her supervisor.

10. Summary: Sexual harassment will not be tolerated – its presence is damaging to all NCOs/employees and to the organizational climate. Complainants will be protected from reprisal; NCOs/employees are encouraged to come forward confidentially to discuss situations which make them uncomfortable about their peers. Those found guilty of harassment will be disciplined consistently with others who have violated workplace policies, and without regard to their position or job performance. This policy is punitive in nature. Soldiers who violate its provisions are subject to punishment under the Uniform Code of Military Justice and/or administrative action including, but not limited to, elimination from the NCO Academy.

ATSZ-NC
SUBJECT: NCOA Policy Letter #9 – Sexual Harassment

11. "Train to Lead. Lead to Train. NCO's Make It Happen."

A handwritten signature in black ink, appearing to read "Clifton H. Johnson", with a long horizontal flourish extending to the right.

CLIFTON H. JOHNSON
CSM, USA
Commandant



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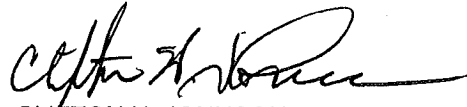
SUBJECT: NCOA Policy Letter #10 – Physical Profiles

1. Reference AR 350-1, Army Training and Leader Development, 3 August 2007.
2. Purpose: The purpose of this policy is intended to make you aware of physical profiles while attending the Logistics NCO Academy.
3. Physical profiles:
 - a. Soldiers with medical profiles (temporary or permanent) due to operational deployment will be permitted by their immediate commanders to attend PME within the guidelines of their profile. Soldiers must arrive at the aforementioned courses of instruction with a copy of their current profile and a memorandum signed by their commander stating the profile is a result of injuries sustained due to operational deployment.
 - b. Soldiers with temporary profiles that are not a result of operational deployment that prevent full participation in a course will be removed from school attendance consideration by their immediate commander until the temporary profile is removed.
 - c. Soldiers with a permanent designator of "2" in the physical profile must include a copy of DA Form 3349 (Physical Profile) as part of the course application. They will be eligible to attend appropriate courses and train within the limits of their profile provided they can meet course graduation requirements. Soldiers with a permanent designator of "3" or "4" in their physical profile must include a copy of DA Form 3349 and the results of their Military Medical Review Board (MMRB) as part of the course application.
 - d. Soldiers who have been before an MMRB, awarded medical limitations, and allowed to retain their occupational classification will be eligible to attend appropriate courses (to include PME) and train within the limits of their profile. Commandants will not disenroll nor deny enrollment of Soldiers into training based on physical profiles IAW MMRB rulings.
 - e. Soldiers receiving temporary or permanent physical profiles limitations after enrolling in resident training courses will be evaluated by school commandants and commanders for continued enrollment. Soldiers who:
 - (1) Have met or will be able to meet graduation requirements, will continue to be trained within the limits of their profile.
 - (2) Are unable to meet graduation requirements will be returned to their unit or proceed to their PCS unit, and may, if eligible, be enrolled in a later course.
4. First Sergeants must review all temporary profiles at the time of issue by a medical doctor and assess whether students can fully participate in the course as outlined in AR 350-1, Chapter 3 para 3-11.

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SUBJECT: NCOA Policy Letter #10 – Temporary Profiles

6. "Train to Lead. Lead to Train. NCO's Make It Happen."

A handwritten signature in black ink, appearing to read "Clifton H. Johnson", written in a cursive style.

CLIFTON H. JOHNSON
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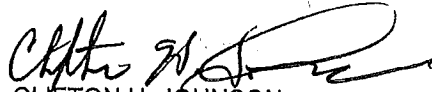
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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #11 – "At-Ease" Policy

1. Purpose: The purpose of this policy is to address the "At-Ease" policy for students attending the Academy and permanent party personnel assigned to the Academy.
2. The use of the "At-Ease" policy will apply to students and permanently assigned personnel under the following conditions:
 - a. When the Commandant or any CSM or higher position enters or leaves the building and in company areas when Branch Chief or higher enters the building.
 - b. When Soldiers are on detail, the first person to recognize any Branch Chief, SGM or CSM will call the group to "At-Ease".
 - c. "At-Ease" will not be called during classroom instruction, during evaluations conducted outside, or at any training.
 - d. All students and cadre will assume the "At-Ease" position when addressing senior NCO's or small group leaders. Exceptions are as follows:
 - (1) An SLC student in the grade of Sergeant First Class will not call or come to the position of "At-Ease" to a ALC Small Group Leader or cadre member of the rank of Staff Sergeant or below.
 - (2) An SLC student in the grade of Master Sergeant will not call or come to the position of "At-Ease" to an SLC/ALC Small Group Leader or cadre member of the rank of Sergeant First Class or below.
 - (3) I expect total respect between the ranks, always maintaining and displaying professional tact and bearing.
3. The command "At-Ease" shows respect to the rank and position – the same as "attention" and the hand salute does for an officer.
4. "Train to Lead. Lead to Train. NCO's Make It Happen."


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MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #12 – Unit/Small Group Parties

1. Purpose: The purpose of this policy is to establish guidance for conducting unit/small group parties.
2. No unit or small group will host any type of party without the approval of the Commandant.
3. All requests will be forwarded through their NCO support chain. Branch Chiefs will recommend approval/disapproval (make comments, if applicable) and forward through the Deputy Commandant to the Commandant.
4. Alcohol will not be consumed or brought to any unit/small group party unless approved by the Commander, ALU.
5. SGL and/or the Senior Small Group Leader will be present at all unit/small group parties to ensure proper control.
6. "Train to Lead. Lead to Train. NCO's Make It Happen."

CLIFTON H. JOHNSON
CSM, USA
Commandant



REPLY TO
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DEPARTMENT OF THE ARMY
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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #13 – Administering the Army Physical Fitness Test (APFT)

1. Purpose: The purpose of this policy is to establish procedures for administering the APFT in the Academy.
2. All NCO Academy APFTs must be coordinated through the branch 1SG.
3. If the APFT is conducted at Williams Stadium, all events will take place at the stadium. The Rigger building parking lot is an alternate location. If the Rigger building is used, the push-up and sit-up events will be conducted in the parking lot and the 2.0-mile run and/or 2.5-mile walk will be conducted on Shop Road. In the event of inclement weather, the push-up and sit-up events will be conducted in the Multi-Purpose Room, Building 12420.
4. First Sergeants will ensure that all personnel are present and setup is online 20 minutes prior to the event.
5. "Train to Lead. Lead to Train. NCO's Make It Happen."


CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #14 – Fail to Report (FTR)

1. Purpose: The purpose of this policy is to inform you (students) of my intent should a pattern of FTRs be established.
2. Tardiness will not be tolerated. A Soldier that is late to formation, class, retesting, or any other appointed place of duty while attending the NCO Academy will be dealt with through formal counseling by the small group leader and the chain of command and may be recommended for release from the course.
3. Students who miss an entire day of POI time without being excused by the Deputy Commandant or Branch Chiefs are subject to punishment under the Uniform Code of Military Justice (UCMJ) and/or administrative action including, but not limited to, elimination from the NCO Academy.
4. This policy is punitive in nature. Soldiers who violate its provisions will be subject to punishment under the UCMJ and/or administrative action including but not limited to, elimination from the NCO Academy.
5. "Train to Lead. Lead to Train. NCO's Make It Happen."

CLIFTON H. JOHNSON
CSM, USA
Commandant



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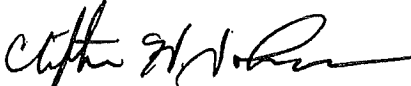
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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #15 – Student Clearance Procedures

1. Purpose: To establish installation clearance procedures for students departing the NCO Academy.
2. Applicability: This policy applies to all persons assigned or attached to the NCO Academy.
3. General Instructions:
 - a. Small group leaders will issue each student three (3) copies of DA Form 137-2R, Installation Clearance Record (see encl 1).
 - b. All students are to be properly cleared six (6) working days prior to graduation and all paperwork turned in to AG, Student Records. (NOTE: Time for clearing the installation must be annotated on the training schedule.)
 - c. Small group leaders should be notified of individuals having a problem clearing and alert Headquarters, Operations of the problem (i.e., no port call, no DA Form 31).
 - d. After Student Records Section completes their action, SLC/ALC will be notified to pick up student records (at least one (1) day prior to graduation).
 - e. If any of the above mentioned actions cannot be completed within the allotted time, the appropriate Branch Chief needs to be notified.
4. "Train to Lead. Lead to Train. NCO's Make It Happen."


CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #16 – Weigh-In and Body Fat Composition Test (Tape Test)

1. Reference:

- a. AR 350-1, Army Training and Leader Development, 18 December 2009.
- b. AR 350-15.
- c. TC 3-22.20, Army Physical Readiness Training, August 2010.
- d. AR 600-9, The Army Weight Control Program, 27 November 2006.

2. Purpose: To establish policy for conducting weigh-in and body fat composition measurement throughout the Academy.

3. Applicability: This policy applies to all persons assigned or attached to the NCO Academy and personnel receiving training during mobile training teams (MTTs).

4. All weigh-ins will be conducted in a designated area. Student weigh-ins will be conducted on the morning of day one (1) before in processing. First Sergeants will be on site and supervise all weigh-ins. The senior SGL will be on site and supervise all weigh-ins on MTTs. The senior SGL on the MTT will coordinate through the LNO for the location of the weigh-ins. The SGLs for the location will conduct the weigh-in. All weigh-ins will be conducted by appointed designated personnel. The uniform for weigh-ins is Army PFU shorts, T-shirt, and above the ankle white socks. All cadre weigh-ins are conducted semi-annually and/or after a record APFT. All procedures must be IAW AR 600-9.

5. Those individuals who exceed the height/weight standards will be administered a body composition test (tape test) under the guidelines listed below.

- a. All tape tests will be in accordance with AR 600-9 under the direct supervision of the SLC/ALC First Sergeant or senior SGL (for MTTs). Soldiers will be taped on day one (1) by certified NCO Academy personnel.

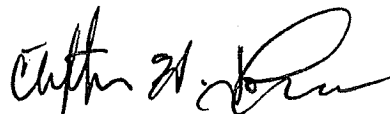
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SUBJECT: NCOA Policy Letter #16 – Weigh-In and Body Fat Composition Test (Tape Test)

b. SLC and ALC individuals not in compliance will be given one re-screening which will be administered no earlier than 7 days after the initial failure and no later than 7 days prior to the graduation date of the course. If standards are not met at that time, the Soldier will receive a "marginally achieved" 1059 and the appropriate bullet comments will be annotated on his/her 1059.

c. Cadre special physical fitness programs will be designed for each individual. This program will assist those who fail to meet height/weight and tape standards IAW AR 600-9. Incorporating AR 600-9 and TC 3-22.20 to offer PT sessions and suggested diets that will maximize the burning of calories and reduce overall caloric intake. Individual progress will be closely monitored.

6. "Train to Lead. Lead to Train. NCO's Make It Happen."



CLIFTON H. JOHNSON
CSM, USA
Commandant



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29 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #17 – Academic Evaluation Reports (AERs), DA Form 1059/Award Criteria

1. Reference:

- a. AR 623-3, Evaluation Reporting System, 10 August 2007.
- b. FM 6-22, Army Leadership, 12 October 2006.
- c. Technical Training Phase II Comments for DA Forms 1059.

2. **Academic Honors:** Each Soldier is evaluated under the "Whole Soldier Concept". This means that Soldiers receiving honors must possess outstanding character and competence. To achieve excellence during the course, Soldiers must practice the "Army Values", demonstrating a high degree of mental, physical, and emotional attributes. We will provide each student the opportunity to demonstrate excellence in every aspect of training and fully participate in activities such as organized PT and the Warrior Training Center.

a. As a general rule, Soldiers exceeding the course standards must achieve a passing score on all **INITIAL** written examinations and a first-time GO in all performance evaluations. Performance evaluations include information paper, drill and ceremonies, and any assigned leadership role. Soldiers must achieve a final GPA of 90% or higher to be considered for honors. Soldiers with a final GPA of 90% or above will receive superior in research ability, unless they failed an initial test. Soldiers in SLC or ALC **MUST NOT** receive any negative counselings during their course. Soldiers must present a superb military appearance, bearing, and discipline and must comply with all enrollment criteria. Their professional conduct must be worthy of recognition by this Academy. The following are the specific criteria to "EXCEED COURSE STANDARDS" during training.

b. Academic honors will be based on the "Whole Soldier Concept." Soldiers receiving honors for the course demonstrate the utmost proficiency in technical training and in their leadership performance. The criteria to receive honors are as follows:

- (1) Meet INITIAL height and weight standards IAW AR 600-9.

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SUBJECT: NCOA Policy Letter #17 – Academic Evaluation Reports (AERs), DA Form 1059/Award Criteria

(2) Participate fully in all SLC or ALC activities.

(3) Receive no negative feedback (counseling) on all Leadership Performance Evaluations (PT, D&C, Squad Leader, and/or Platoon Sergeant).

(4) Receive no negative counseling statements, such as missing formation, failing to prepare, failing a test, failing the initial height/weight, etc.

(5) Academic Honors are limited to the top 20% of the class. Criteria for academic honors are as follows:

(a) Distinguished Honor Graduate (DHG) Criteria:

1 Will be the student with the highest GPA above 90%. Student must pass all INITIAL examinations (**NO RETESTS**).

2 Achieve first-time GO on all performance evaluations.

3 Receive no negative counseling statements, such as missing formation, failing to prepare, failing a test, failing the initial height/weight, etc.

4 Receive at least three SUPERIOR ratings in the Demonstrated Abilities block (item 12) of the DA Form 1059, with one being in Leadership Skills, and no UNSATISFACTORY (UNSAT) ratings.

5 There will be one Distinguished Honor Graduate per class. In case of a tie in GPAs, the Commandant will decide who gets DHG based on the students' counselings.

6 Recognition includes a coin from the Commandant and the appropriate bullet on the DA Form 1059 (AER).

(b) Distinguished Leadership Award Criteria: Exemplary leadership ability selected by Small Group Leaders.

1 Must receive a minimum of three superior ratings on their Academic Evaluation Report, Block 12, with one of them in the area of leadership. Achieve first-time GO on all performance evaluations.

2 Must have an academic grade point average (GPA) of 90% or higher.

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SUBJECT: NCOA Policy Letter #17 – Academic Evaluation Reports (AERs), DA Form 1059/Award Criteria

3 Must have no academic retests, have no negative counseling statements, pass the initial height/weight standards.

4 Award recipient will receive exceeded course standards if in the top 20% and eligible to receive them.

(c) Commandant's List Criteria:

1 Students must pass all INITIAL examinations and maintain an overall grade point average (GPA) of 90% or higher (**NO RETESTS**).

2 Achieve first-time GO on all performance evaluations.

3 Receive no negative counseling statements, such as missing formation, failing to prepare, failing a test, failing the initial height/weight, etc.

4 Receive at least three SUPERIOR ratings in the Demonstrated Abilities block (item 12) of the DA Form 1059, with one being in Leadership Skills, and no UNSATISFACTORY (UNSAT) ratings.

5 Limited to the top 20% of the class. This includes the Distinguished Honor Graduate and Honor Graduate recipients. In case of a tie in GPAs, the Commandant will decide who gets Commandant's List based on the students' counselings.

3. Lead Motivator Award: The Lead Motivator Award recognizes the student who displays the highest degree of dedication, commitment and motivation. The intended recipient must be without a doubt the lead dog. The Lead Motivator is the student who consistently demonstrates the "can do attitude", positive character and competence. This award is designed for the student who is able to look at adversity and transform it into an achievable goal. This student must have made valuable contributions towards achieving class goals. The Lead Motivator stands for what is right, possess a high degree of dedication to duty, and demonstrates the warrior ethos and serves as a standard bearer. Qualifications for the Lead Motivator Award are as follows:

a. Achieves a **SUPERIOR in "Contribution to Group Work"**.

b. Achieves first time "GO" in ALL performance evaluations and passes all INITIAL examinations. (NO RETEST)

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SUBJECT: NCOA Policy Letter #17 – Academic Evaluation Reports (AERs), DA Form 1059/Award Criteria

c. Fully participates in activities such as organized PT, Logistics Warrior Exercise and road marches.

d. Receive no negative counseling statements, such as missing formation, failing to prepare, failing a test, failing the initial height/weight, etc.

e. Selection Process:

(1) Each small group nominates 20% of the class.

(2) The SGL for the class narrows the nominations to two Soldiers.

(3) Senior SGL for the class selects one Soldier from small group nominations.

(4) First Sergeants verify the nomination and submit the Soldier for recognition.

f. Recognition: The student receives applicable bullets on the DA Form 1059.

4. Iron Soldier Award: The Iron Soldier Award is designed to recognize the most physically fit student in each class. Eligibility to compete for the award is based on the ability to complete the standard three-event APFT with no retests. Any negative counseling will disqualify the student from receiving this award. Any physical profiles that prevent completion of all three standard events render the student ineligible to compete for this award. Scores will be tallied using the scoring tables outlined in Chapter 14 of FM 21-20 and the highest score for the class will be selected to receive the award. Minimum qualifying score is 290. In the event there are multiple scores of 300, the extended scale will be used to determine the total score for each competitor meeting the criteria and the highest overall score is the recipient. For recognition the student receives:

a. A Certificate of Achievement.

b. The applicable bullet on the DA Form 1059.

5. Any negative counseling will disqualify students from all honors, including Iron Soldier and Lead Motivator.

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SUBJECT: NCOA Policy Letter #17 – Academic Evaluation Reports (AERs), DA Form 1059/Award Criteria

6. Academic Evaluation Reports (AER) – DA Form 1059:

a. Policy for Graduates:

(1) Senior Small Group Leaders (SSGLs) will hand carry all draft DA Form 1059 (AERs) to the Academic Records Clerk, eight working days before graduation.

(2) After the AERs have been returned from Academic Records Clerks within three working days to the unit for review, the senior SGL and First Sergeants will check them for errors and ensure the reports are complete in their entirety.

(3) Upon completion of 1059's with signatures, the originals will be returned to Academic Records Clerk within two working days.

(4) Academic Records Clerks have been instructed to inform the Commandant of any late reports.

(5) Make two copies of the original DA Form 1059. The SGL will issue a copy to the Soldier prior to departure and file one copy in each student's folder. Operations sergeants for each branch will maintain the student records for one year. Records will be filed under ARIMS number 350-1s. Cutoff dates will be 30 September of the current fiscal year. Records will be destroyed in October one year later. (For example, cutoff for FY 11 files is 30 September 2011, then destroy in October 2012).

b. Policy for Drops:

(1) The NCO Academy Administrative Coordinator will notify Academic Records immediately of any actions that may cause the student to be dropped (i.e., pending investigations, DWI, pending Article 15, sick in hospital, temporary profile that prevents participation in course objectives, etc.).

(2) Students who are dropped for academic, medical or administrative reasons will have their draft 1059 turned in one day after the drop is approved.

(3) Two working copies will be turned in to the NCO Academy Administrative Coordinator no later than five working days after dismissal for student file.

(4) If the student has departed the school under circumstances that preclude immediate referral of a report to him or her, Academic Records Branch will forward a copy by certified return mail directly to the student marked "Personal in

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SUBJECT: NCOA Policy Letter #17 – Academic Evaluation Reports (AERs), DA Form 1059/Award Criteria

Nature", or will send a copy to the student's commander for acknowledgement and comment. If the student fails to acknowledge receipt of the report in the time period specified (a reasonable suspense period), the certified mail number constitutes acknowledgement.

7. When preparing an AER, the SGL will use comments that best fit the Soldier's performance for each evaluated item on DA Form 1059. Both common core and technical training comment pamphlets have a variety of comments that enable the SGL to personalize each DA Form 1059. The SGL must ensure compliance with Academic Evaluation Reports (AER) and will not deviate from established procedures. We must comply with the preceding procedures in order to produce an accurate rating for each student in accordance with the above mentioned references.

8. This policy is effective for FY 2012 classes starting on or after 1 October 2011.

9. Point of contact for this action is the undersigned at 765-8040.

10. "Train to Lead. Lead to Train. NCO's Make It Happen."



CLIFTON H. JOHNSON
CSM, USA
Commandant



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REPLY TO
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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #18 – Student Counselings

1. This memorandum establishes guidelines and procedures to assist cadre when counseling students at the NCO Academy.
2. There are three major counseling's to be conducted for students while attending the Academy IAW TRADOC Reg 360-10, para 2-20.
 - a. The first counseling to be conducted is the initial counseling to be initiated within the first 72 hours after students arrive.
 - b. The next two mandatory counseling's are leadership. The first leadership counseling will be done within 24 hours upon completion of leadership time, NLT the third week of training. The second leadership counseling will be done NLT two weeks prior to graduation. These will be done on a DA Form 4856. These counselings cover the leadership dimensions found in FM 6-22, Appendix A. Instructors will also use this form to annotate the student's strengths, weaknesses, and ways to improve. These counselings are not to be 'canned statements'. They will be tailored to each individual student's requirement.
3. The counseling is to inform students of where they stand and will go in depth on recommendations for improvement. Referring a student to read a particular FM or AR is not developmental. The student must be informed how to correct the shortcoming. This is to ensure the student's success here at the NCO Academy.
4. The above counseling's are not the only counselings to be administered; they are the required minimum. NOTE: All counselings must be completed by SSGL or SGL on students.
5. This policy is effective immediately.
6. "Train to Lead. Lead to Train. NCO's Make It Happen."

CLAYTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #19 – Marching of Students

1. The purpose of this memorandum is to establish policy for marching students in the NCO Academy.
2. All small group leaders (SGL) have the responsibility to develop their students' marching skills. In order to do this, the small group leader must be actively involved on a daily basis.
3. Each SGL must evaluate their students' D&C strengths, weaknesses, and give them recommendations for improvement.
4. Therefore, the policy in the Academy is that all students will conduct D&C at the blacktop and their SGL must be present. At the PT field, all students must be marched from the field to their designated release point. **NO EXCEPTIONS!** Small group leaders will be with their class at all times.
5. "Train to Lead. Lead to Train. NCO's Make It Happen."

CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #20 – Academic Failure

1. Purpose: To establish academic failure procedures for the NCO Academy.
2. Applicability: This policy applies to all personnel assigned or attached to the NCO Academy.
3. General: Effective immediately, any student failing two examinations during the course will be recommended for academic drop.
4. Policy:
 - a. Any student that fails an examination for the first time will receive remedial training prior to retesting. If the student fails the retest after remedial training, he/she will be recommended for academic drop to the Commandant of the NCO Academy.
 - b. Any student that fails 50% of the initial tests will receive a marginally achieved 1059 and UNSAT in research ability.
 - c. Students who arrive for training and are released for academic failure or disciplinary reasons will not depart the NCO Academy until the next day. Students must get **eight** hours of sleep prior to departing Fort Lee, especially via POV.
 - d. SLC and ALC First Sergeants will ensure that all personnel and students are aware of the provisions of this policy and that a copy is placed in each classroom.
 - e. **For MOSs 88K and 88L:** 88K ALC and SLC-Students who fail four (4) initial tests during the course will be recommended for elimination from the course due to Academic Deficiency, even if the student passes the retest for these failed examinations. 88L ALC and SLC-Students who fail three (3) initial tests during the course will be recommended for elimination from the course due to Academic Deficiency, even if the student passes the retest for these failed examinations.
5. "Train to Lead. Lead to Train. NCO's Make It Happen."

CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #21 – Safety on PT Runs

1. Purpose: To establish a safety policy for doing physical; training while assigned or attached to the NCO Academy.
2. Applicability: This policy applies to all personnel assigned or attached to the NCO Academy.
3. General:
 - a. Taking necessary safety precautions during morning physical fitness training is a number one priority for Academy cadre. Cadre will ensure Soldiers' safety while attending the Academy. The most noticeable area of concern is the morning runs. Academy Soldiers will conform to the standards set forth in Fort Lee Policy Letter 11-07, 5 April 2010, subject: PT Road Closure and Safety Precautions for Troop Formations. No running will be conducted on Mahone Avenue, Lee Avenue, Battle Drive, Saratoga Drive, 6th Street, C Avenue and A Avenue with one exception. This road will be shared by both troops and motor vehicles, from building 1109 (Blockhouse), to the entrance of the main PX. A Avenue beyond that point is a prohibited area for troop formation. Running will only be conducted on B Avenue, Shop Road, and Petersburg National Battlefield IAW Fort Lee Policy 2-08.
 - b. Allowing stragglers from the morning PT runs to return on their own is unsatisfactory. Stragglers will not be allowed to return on their own since this creates a safety hazard when running in the street in groups. This is especially true during the time of year when visibility is limited.
4. Policy:
 - a. A cadre member will be appointed as straggler control NCO during runs. The cadre member will be accompanied by four road guards wearing safety vests.
 - b. Runners falling out of formations will move to the extreme right side of the road and wait for the straggler control NCO. No Soldiers will run on their own. SGLs are responsible for policing up all stragglers.
 - c. All Soldiers will be accounted for at the end of the run. Small group leaders/class leaders will account for and identify anyone that does not complete the run with the group.
 - d. Because all training starts with a risk assessment, an AAR will be conducted at the completion of all PT sessions. All road guards will be briefed on the running route and on their duties and responsibilities, to include possible hazards they may encounter.
 - e. In the event of inclement weather or temperatures reaching 32°F or below, outdoor physical training will NOT be conducted. Cadre and students will remain in full physical fitness uniform at 33° – 50° degrees. Adjust hat and gloves accordingly.
5. Students who desire to run on the weekend must run on Field House/Williams Stadium track.

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SUBJECT: NCOA Policy Letter #21 – Safety on PT Runs

6. "Train to Lead. Lead to Train. NCO's Make It Happen."

A handwritten signature in black ink, appearing to read "Clifton H. Johnson", is written over the printed name.

CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #22 – Physical Training (PT) Program

1. Reference:

a. TC 3-22.20, Army Physical Readiness Training, August 2010.

b. Fort Lee Policy Letter No. 11-07, 5 April 2010, Subject: PT Road Closure and Safety Precautions for Troop Formations

2. Purpose: To establish a physical fitness training program incorporating the "train-the-trainer" fitness instructions provided by the United States Army Sergeants Major Academy (USASMA) and the Army Physical Fitness School.

3. Applicability: This policy applies to all assigned or attached personnel to the NCO Academy.

4. General: Physical training will be alternated between days of cardio respiratory fitness and muscular endurance/strength, in order to help permit recovery. PT will be conducted five days a week; Monday through Friday (time 0600-0700), with Tuesday and Thursday ideally designated for muscular endurance and strength training. Physical training sessions and schedules will incorporate TC 3-22.20 and include rigor, flexibility, and the frequency, intensity, time, and type (FITT) factors.

5. Policy:

a. Cadre assigned classes will monitor physical training that is student led using the master fitness training concept. Student led physical training will be conducted by platoons for all warm-up, cool down stretching and muscular endurance/strength training. It is imperative that student classes develop a PT schedule while in core that is approved by the senior SGL and First Sergeant.

b. All other cadre will conduct physical fitness training to ensure they are physically fit while assigned to the NCO Academy.

c. Physical fitness training will be challenging and demanding. It will emphasize cardiovascular improvement, muscular strength and endurance, and flexibility. Programs should include regularity in progression, balance, variety, specificity, recovery, and overload IAW TC 3-22.20. To monitor the physical fitness level, the APFT scores of all cadres assigned will average out to 250. Cadre are encouraged to ensure all students are trained on how to determine their maximum heart rate (MHR), training heart rate (THR), and heart rate reserve (HHR). There will be no music used during any PT session. No class or student will use the gym for PT sessions between 0600-0700 hours.

6. PT Program:

a. Monday – Cardio respiratory endurance within a platoon.

b. Tuesday: Muscular endurance and strength training. Training may include, but is not limited to; partner resistance exercises (PREs), circuit training, aerobics, grass drills, and ladder workouts.

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SUBJECT: NCOA Policy Letter #22 – Physical Training (PT) Program

c. Wednesday: Cardio respiratory endurance within a platoon.

d. Thursday: **The first Thursday of each month is reserved for training (NCOPD, mandatory training, etc.).** All other Thursdays will be used for muscular endurance and strength training. Training may include, but is not limited to; partner resistance exercises (PREs), circuit training, aerobics, grass drills, and ladder workouts.

d. Friday: Unit cohesion run. Follow the procedures in Fort Lee Policy Letter 11-07 for safety precautions.

e. Profiles: Each branch will have an SGL assigned to monitor students on profile. All profiled Soldiers will do as much of the regular fitness program as they can or SGLs will monitor alternate events.

7. The NCO Academy's physical fitness program uses the components of fitness, principles of exercise and the frequency, intensity, time and type (FITT) factors to ensure it maintains an effective program.

8. Questions concerning this memorandum will be referred to the undersigned.

9. "Train to Lead. Lead to Train. NCO's Make It Happen."



CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #23 – Consideration of Others (CO2) Program

1. Reference:

a. Message, DA Washington DC, DAPE-HR-L, 061700Z Oct 97, subject: Consideration of Others Program.

b. Memorandum, Chief of Staff of Army, dated 5 November 2007, subject: Building a Values Based Army – The Consideration of Others Program.

c. Memorandum, HQ TRADOC, ATO-BPE, dated 6 January 1998, subject: Consideration of Others Program.

d. Memorandum, HQ TRADOC, ATBO-BPE, dated 16 January 1998, subject: Consideration of Others Program

e. Department of the Army Human Relations Action Plan, Issue 5 (2g).

2. Purpose: To outline procedures for educating, training, and complying with the QMC&S CO2 Program.

3. Definition: Consideration of others is defined as "those actions that indicate sensitivity to and regard for the feelings and needs of others, and an awareness of the impact of one's own behavior on them: being supportive of and fair with others." The basic policy is that not only is racial, sexual, and religious harassment or discrimination not tolerated, but neither is any form of inconsiderate behavior. Consideration of others is more than just a policy; it is a readiness issue, a leadership quality, and a philosophy. CO2 is foremost a core value.

4. Applicability: This policy applies to all military or civilian employees assigned or attached to the NCO Academy. This policy constitutes command guidance.

5. Responsibility:

a. Chief of Equal Opportunity: Has overall responsibility for the CO2 program training. He is responsible for ensuring that facilitators are trained.

b. Commanders/Directors: Responsible for arranging and scheduling training and the selection of appropriate subjects for discussion. He/she is to ensure that all personnel attend training and attendance records are maintained. He/she will ensure that all CO2 training is reported to the installation Equal Opportunity Office on a quarterly basis.

c. Facilitators: Must be competent in the subject area, and must guide and control the small group. Facilitators are highly encouraged to obtain additional material such as newspaper articles, and video presentation to promote discussion.

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SUBJECT: NCOA Policy Letter #23 – Consideration of Others (CO2) Program


6. Requirements:

a. All military and civilian employees permanently assigned to the NCO Academy will attend a minimum of eight hours training annually, in two hour increments. During each session, small groups (15-25 people) should discuss actual or hypothetical problems or situations. Suggested topics for discussion are cultural issues related to equal opportunity, discrimination, stereotypes and perceptions, racism, sexism, affirmative action, institutional discrimination, communication between the genders, disparate treatment between military and civilians, and other contemporary issues.

b. CO2 is an additional training requirement that may not be satisfied by the completion of other types of training (e.g., Equal Opportunity or Prevention of Sexual Harassment). It is a tool used by leaders to ensure a positive work environment and to build cohesive and effective teams. CO2 is a commander's program to be used in building and maintain a value based organization. CO2 is required to be implemented for all personnel assigned or attached to the NCO Academy.

c. As part of the CO2 Program, the Equal Opportunity Office has already certified unit equal opportunity representatives (EORs) on facilitator skills. This training will enable EORs to illustrate how being considerate fosters a more rewarding and productive organizational environment. Although there are numerous Army programs, such as Equal Opportunity and Prevention of Sexual Harassment, which is a required part of the CO2 Program, our challenge (leaders, Soldiers, and civilians) will be to find other expressions and forums to teach, and implement this program in a meaningful way. The CO2 Program should focus on compassion and be grounded in unit productivity, and should not be used as a sensing session.

7. "Train to Lead. Lead to Train. NCO's Make It Happen."


CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #24 – Cell Phones

1. Purpose: To establish policy as it pertains to the use of personal cell phones in the Academy area.
 - a. Soldiers may wear and use cell phones only in the performance of official duties. At no time will Soldiers be authorized to walk around while talking on cell phones in the interior or exterior of any building in use for instruction or Academy business.
 - b. Cell phones will be turned off during POI time. Small group leaders can authorize the use of it for emergencies only.
 - c. Authorized usage locations: Smoking designated areas and gazebos.
 - d. No cell phones during tactical training; authorized for emergency use only by Small Group Leaders.
 - e. During PT, all cadre will turn-on and carry cell phones as a safety precaution.
2. Applicability: This policy applies to all military or civilian employees assigned or attached (students and permanent party) to the NCO Academy.
3. "Train to Lead. Lead to Train. NCO's Make It Happen."


CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #25 – Prescription and Non-Prescription Glasses and Sunglasses

1. Purpose: To establish policy as it pertains to the wearing of prescription and non-prescription glasses and sunglasses while attending ALC/SLC.


a. Conservative civilian prescription eyeglasses are authorized for wear.

b. Conservative prescription and non-prescription sunglasses are authorized for wear except when in formation, ceremonies, and while indoors. Individuals, who are required by medical authority to wear sunglasses for medical reasons other than refractive error, may wear them except when safety considerations apply and must have a valid physical profile, DA Form 3349, in their possession.

c. Eyeglasses or sunglasses that are faddish or have lenses and frames with initials or other adornments are not authorized for wear. Lenses that are so large as to detract from the appearance of the uniform will not be worn.

2. Applicability: This policy applies to all assigned or attached personnel within the NCO Academy.

3. "Train to Lead. Lead to Train. NCO's Make It Happen."


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CSM, USA
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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy


SUBJECT: NCOA Policy Letter #26 – Small Group Leader (SGL) Certification

1. Purpose: To establish policy as it pertains to the certification of Small Group Leaders for the Advanced Leaders Course (ALC) and Senior Leaders Course (SLC).
2. Mission: Our mission is to train SGT(P)s, SSGs, and SFCs to successfully lead at the squad/platoon level. To accomplish this, it is imperative that each SGL be proficient in basic combat leader tasks and military occupational specialty technical tasks that are taught in ALC/SLC.
3. Stages of the Certification Process:
 - a. The Commandant selects NCOs to fill instructor positions.
 - b. Instructors will receive all required training listed below:
 - (1) All academic performance evaluations.
 - (2) All SGL and SDL led subjects.
 - (3) All leadership evaluations.
 - c. The Commandant and Senior SGL will follow and assess the progress of each instructor within their charge.
 - d. The Commandant and/or Senior SGL will provide feedback (positive or negative) to each instructor.
 - e. The Commandant certifies new instructors and reports the results on the Semiannual Instructor Status Report memorandum to the United States Army Sergeants Major Academy, ATTN: ATSS-E.
 - f. The Commandant maintains certification documents (i.e. completion certificates, APFT cards), and any exception to policy memorandums.
 - g. Instructors enter a sustainment and self development phase. The Commandant and Senior SGLs coach, mentor, and evaluate instructors on a quarterly basis not to exceed 180 days.
4. Experience Level: SGLs who do not meet the experience level (ALC – squad leader or equivalent; SLC – platoon sergeant or equivalent) will be assessed by the Commandant and SGLs will be assigned responsibilities that cover squad leader and platoon sergeant duties during the right seat process.

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SUBJECT: NCOA Policy Letter #26 – Small Group Leader (SGL) Certification

5. "Train to Lead. Lead to Train. NCO's Make It Happen."

A handwritten signature in black ink, appearing to read "Clifton H. Johnson", with a stylized flourish at the end.

CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #27 – Commandants Safety Policy

1. The safety of each Soldier, civilian employee and family member is important to me and to the success of our mission. I am directing all member of the NCO Academy to integrate safety and risk management principles into everything that you do. I expect you to set high standards for safety.
2. Risk decisions are management decisions. I expect personal involvement in your safety program and in managing risk when hazards cannot be eliminated. Before these actions come to my attention, each leader in the chain of command will take appropriate risk management measures.
3. We must consciously manage the risks inherent in our business. It is not enough to put in a work order or to tell an individual to be careful. Until the underlying hazard is eliminated or reduced to an acceptable level, taking a "chance" that no one will be hurt is not an option. Given that our present day budgets do not support the total fix of every safety hazard, leaders must work in smart ways to reduce risk. This means walking the terrain – getting out seeing what the hazards to you or to the students and mission are, and what can be done about them in the interim until a fix can be made. My intent is that we knowingly manage the hazard risks.
4. All high risk and safety issues will be brought to the attention of your unit's safety NCO.
5. "Train to Lead. Lead to Train. NCO's Make It Happen."

CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #28 – Non-Academic Dismissal

1. Purpose: To establish non-academic dismissal procedures for the NCO Academy.
2. Applicability: This policy applies to all personnel assigned or attached to the NCO Academy.
3. General: Any student who is accused of or commits an offense covered in the Manual for Courts Martial United States (2008 Edition), or fails to uphold ethical behavior and/or standards of conduct expected on a noncommissioned officer during the course will be recommended for non-academic dismissal.
4. Policy:
 - a. Any student who fails to conduct himself/herself in a professional manner while assigned or attached to the NCO Academy will be subject to non-academic dismissal.
 - b. Any student failing to uphold the seven Army values while assigned or attached to the NCO Academy will be subject to non-academic dismissal.
 - c. Any student committing or accused of an offense that is in violation of Army policy, TRADOC policy, and QMC&S policy will be recommended to the Commandant for non-academic dismissal.
 - d. Students will be briefed on this policy during in processing. Examples of non-academic violations are as follows, but not limited to listed examples:
 - (1) DWI/DUI.
 - (2) Reckless Driving.
 - (3) Driving without proper documentation, driving with a suspended license.
 - (4) Fighting (Assault-verbal or physical).
 - (5) Use of illegal substances or use of another person's prescription.
 - (6) Shoplifting/Theft.
 - (7) Trainee abuse.
 - (8) Disrespect to any Cadre member.
 - (9) CID/MPI Investigations.
 - (10) Lying (false statements – written or verbal or falsifying government records).

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SUBJECT: NCOA Policy Letter #28 – Non-Academic Dismissal

(11) Cheating, to include copying test questions and/or answers into your personal notes and passing them on to other students).

(12) Speeding in troop, housing or training areas.

(13) Bringing firearms and/or illegal weapons (knives)

e. ALC and SLC First Sergeants will ensure that all personnel and students are aware of the provisions of this policy and that a copy is placed in each classroom.

5. "Train to Lead. Lead to Train. NCO's Make It Happen."



CLIFTON H. JOHNSON
CSM, USA
Commandant



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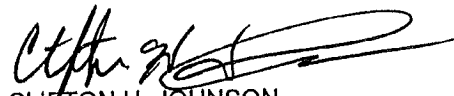
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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #29 Improper Personal Relationships

1. Reference: AR 600-20, Army Command Policy, paragraphs 4-14 (Relationships between Soldiers of different rank); 4-15 (Other prohibited relationships); 4-16 (Fraternization); and 4-17 (Standards of Conduct), dated 18 March 2008.
2. Purpose: This policy is to establish the proper social conduct between military, DA Civilian, contractors, and students assigned/attached to the NCO Academy.
3. The foundation of effective training at the NCO Academy rests on the integrity and fairness of the cadre and staff. Concerns about favoritism detract from the focus on training and compromise the quality of instruction. Personal relationships between cadre or staff members and students are prohibited, regardless of whether cadre or staff members are directly responsible for a student. In addition, cadre and staff members should take care to avoid even the appearance of a personal relationship or of any kind of preferential treatment towards a student.
4. Student visits to cadre or staff residences are not allowed. Cadre or staff will not visit students in lodging, quarters, or hotel rooms for social purposes. Class work and remedial training will be conducted in the classroom. In the performance of your duties as SGLs you may be expected to organize/participate in social functions, i.e., NCO night-out, class breakfast, cool-outs, etc. These social functions are approved by the Commandant.
5. All conduct with the students will be professional and lead no one to question your conduct and integrity.
6. "Train to Lead. Lead to Train. NCO's Make It Happen."


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MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #30 – Sexual Assault

1. References:

- a. AR 600-20, Army Command Policy, Chapter 8, Sexual Assault Prevention and Response Program, 11 February 2009.
- b. Sexual Assault Prevention and Response Program Action Plan, 19 August 2004.
- c. ALARACT, subject: Interim Guidance Army Sexual Assault Prevention and Response Program, 12 November 2004.
- d. CG, CASCOM Memo, subject: USCASCOM&FL Courts Martial Jurisdiction, 1 October 2004.

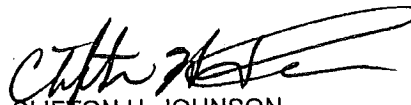
2. Sexual assault is a violent crime that has no place in our Army. Sexual assault can be defined as any actual or attempted sexual touching without consent to include rape, forcible sodomy, indecent assault and assault with the intent to commit any of these offenses. It is incompatible with our Army values and our standards of professionalism and discipline. Sexual assault has a devastating and lasting impact on the victims and it tears at the moral fiber of our units by deteriorating readiness.

3. Leaders at all levels will be proactive in adhering to the Army's policy on sexual misconduct. It is their responsibility to promote and create a positive climate in which victims and witnesses will have confidence in their chain of command to report allegations of sexual assault immediately. Commanders will investigate all allegations of sexual assault and, if the allegations are substantiated, take appropriate administrative and/or punitive action based on the facts and circumstances of each case once jurisdiction has been returned to the commander in accordance with reference 1d above.

4. This command is committed to ensuring that all members of the Noncommissioned Officer Academy are provided with an environment that eliminates incidents of sexual assault and provides compassionate care for the victims of these abuses while protecting them from retribution or intimidations. The command will also ensure that each victim is afforded privacy and the confidential disclosure option.

5. The reporting points of contact for allegations of sexual assault are Fort Lee CID who can be reached at 734-1009 and the Military Police after hours at 734-7400.

6. "Train to Lead. Lead to Train. NCO's Make It Happen."


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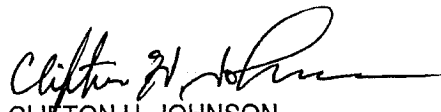
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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #31 – Leadership Positions

1. Purpose: To establish the guidelines for maintaining a leadership position as a student for the Logistics NCO Academy.
2. Applicability: This policy applies to all students assigned or attached to the Logistics NCO Academy.
3. General: Any student that receives a negative counseling for, but not limited to the following, will be removed from a leadership position:
 - a. Failure at weigh-in.
 - b. Academic test failure.
 - c. Failure to report (policy letter #14).
 - d. Disrespect.
 - f. Any violation of Policy Letters 1 through 30 or any Army regulation.
4. "Train to Lead. Lead to Train. NCO's Make It Happen."


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CSM, USA
Commandant



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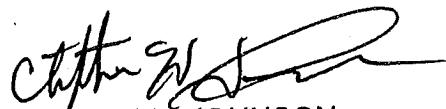
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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #32 – Civilian Gym Bags

1. Purpose: To establish the guidelines for use of civilian gym bags by Soldiers assigned/attached to the Logistics NCO Academy.
2. Applicability: This policy applies to all personnel assigned or attached to the Logistics NCO Academy.
3. General: Soldiers may carry civilian gym bags, civilian rucksacks, or other similar civilian bags while in uniform. Soldiers may carry these bags by hand, on one shoulder using a shoulder strap, or other both shoulders using both shoulder straps. If the Soldier ops to carry a bag over one shoulder, the bag must be carried on the same side of the body as the shoulder strap; therefore, Soldiers may not carry the bag slung across the body with the strap over the opposite shoulder. If Soldiers choose to carry a shoulder bag while in uniform, the bag must be black with no other colors and may not have any logos. The contents of the bag may not be visible; therefore, see-through plastic or mesh bags are not authorized. ACU pattern gym bags and rucksacks are authorized by order of the Commandant.
4. "Train to Lead. Lead to Train. NCO's Make It Happen."


CLIFTON H. JOHNSON
CSM, USA
Commandant



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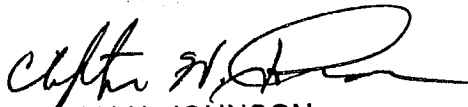
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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #33 – Privately Owned Weapons (POW)

1. Purpose: To establish the policy for Soldiers who bring POWs in transit to attend the Advanced Leaders Course (ALC) or Senior Leaders Course (SLC).
2. Applicability: This policy applies to all personnel assigned or attached to the Logistics NCO Academy.
3. General:
 - a. Students will notify their SGL (NCOA chain of command) upon arrival to attend ALC/SLC if they have a weapon in their possession. This means in their privately owned vehicle (POV), post lodging, and off-post lodging.
 - b. The Soldier will receive a counseling statement (DA Form 4856) to give him/her instructions on storage of their weapon.
 - c. The student will register the weapon at the Soldier Support Center.
 - d. The POW will be confiscated and stored in the 71st Detachment Arms Room until the student graduates the course or upon dismissal from the course for any reason.


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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: Policy Letter #34 – Motorcycle Safety Policy

1. References:

- a. AR 385-10, The Army Safety Program, 7 November 2008.
- b. TRADOC Regulation 385-2, Training and Doctrine Command Safety, 23 January 2009.
- c. Applicable State Laws for riding locations.

2. This policy is punitive in nature and failure to follow outlined procedures is a violation and punishable under the Uniform Code of Military Justice (UCMJ).

3. Soldier safety remains the Commandant's Primary Business. Motorcycle accidents are the leading cause of Soldier fatalities as more and more Soldiers ride each year. Branch Chiefs and leaders will use the following procedures to comply with this policy:

- a. Identify all motorcycle riders in unit formations that either have motorcycles or wish to purchase one. Branch Chiefs should counsel the Soldiers who ride or want to ride. The following items will be maintained in each Soldier's file:

- (1) Counseling outlining local laws, TRADOC and Army regulations.
- (2) Motorcycle Safety Inspection Checklist (TCLOCS), updated quarterly and prior to holiday weekends or leave.
- (3) TRADOC Motorcycle/ATV Operator's Agreement.
- (4) Copy of valid state driver's license to operate a motorcycle.
- (5) Copy of valid insurance card.
- (6) Copy of Motorcycle Safety Foundation (MSF) card.
- (7) Photo of rider dressed with all proper Personal Protective Equipment (PPE).

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SUBJECT: Policy Letter #34 – Motorcycle Safety Policy

b. Support and promote unit level motorcycle safety activities and clubs that reinforce positive training, mentorship and riding within regulatory limits.

c. Ensure all Soldiers have completed or are attending the appropriate MSF rider's course prior to operating a motorcycle. Refresher training is mandatory for Soldiers who have not operated a motorcycle within 180 days, upgrade above 400cc or purchase a "high boost" motorcycle.

4. The revocation of a Soldier's riding privileges requires a holistic approach.

a. The following are some examples of high risk behavior for consideration prior to action being taken:

(1) Driving History:

- (a) Driving Under the Influence.
- (b) Driving while license is suspended.
- (c) Repetitive traffic citations (on or off post).
- (d) Reckless driving.
- (e) Violation of this policy.

(2) Personal Issues:

- (a) Domestic Violence.
- (b) Substance Abuse.
- (c) Recent UCMJ action.
- (d) Pattern of misconduct counselings.
- (e) Physical injuries that impair the ability to ride safely.

(3) Financial Issues: Indebtedness.

b. When the determination is made that the Soldier is a high risk operator and their motorcycle driving privileges will be suspended, the Branch Chief will complete a developmental counseling with the following information:

- (1) The reason(s) for the suspension of riding privileges.

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SUBJECT: Policy Letter #34 – Motorcycle Safety Policy

(2) Any corrective training to be conducted with appropriate timelines. Minimum will be re-attendance in BRC.

c. When a Soldier has met all corrective training requirements, their privileges will be reinstated. Reinstatement must be annotated in a follow-up counseling.

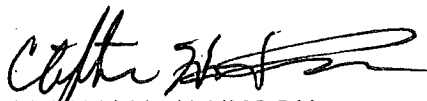
d. If a Soldier has their privileges revoked a second time, it will automatically be a 6-month revocation, and a third will be no less than 1 year with the possibility of having their privileges permanently revoked depending on the seriousness of the offenses.

5. All Soldiers assigned to the NCOA are required to follow this policy. I encourage DA Civilians, family members and defense contractors to adhere to these standards while working with the NCOA as well. Operating a motorcycle on the installation is a privilege not a right. I expect all leaders to be actively involved in the prevention process through training, leadership, enforcement and integrating risk management.

6. Points of contact for this memorandum are the Motorcycle Mentor 1SG Hinkle, Assistants SFC Badgley and SFC Reyes in Office 2110 or 804-765-8800.

6 Encls

1. Counseling
2. TRADOC Statements
3. TCLOCS Checklist
4. Example Photo
5. Example copies of proper documentation
6. State Motorcycle Endorsement Codes


CLIFTON H. JOHNSON
CSM, USA
Commandant



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13 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #35-- NCOA Essential Elements of Friendly Information (EEFI) Operational Security Program

1. References:

a. ALARACT OPSEC Message, 221224Z May 06, subject: Guidance on the Proper Use of Computer Hardware and Software.

b. AR 530-1, Operations Security, 19 Apr 07.

c. AR 380-5, DA Information Security Program, 29 Sep 00.

d. Memorandum, CASCOM, ATCL-CG, 15 Aug 06, subject: Fort Lee OPSEC Policy Letter Number 01-06, Critical Information and Media Classification.

2. With the advent of the computer, the picture cell phone, the Internet and the frequent substitution of face-to-face meetings with email and electronic collaborations, the potential for inadvertent disclosure of sensitive information concerning our operations has greatly increased.

3. To more clearly define the information that we must protect from our adversaries, we have developed a number of Essential Elements of Friendly Information (EEFI) for the command:

a. Location, schedule, and security arrangements for senior leaders and visiting VIPs.

b. Security, disposition and location of the information network.

c. Plans to deploy any personnel, unit or element from the NCOA.

d. Units, assets and VIPs deployed and the purpose, itinerary and destination of the deployment.

e. Location and disposition of bulk flammables, explosives and ammunition located within the NCOA.

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SUBJECT: Commandants Policy Letter #35 – NCOA Essential Elements of Friendly Information (EEFI) Operational Security Program

f. Location of mission essential vulnerable areas and high risk targets, and the measures employed to secure them.

g. Measures to reconcile or mitigate force protection vulnerabilities.

h. Force Protection Condition measures.

i. Security measures planned or implemented for high visibility, high personnel concentration events.

4. EEFI are the critical aspects of a friendly operation that, if known by our adversaries, could compromise, lead to failure, or limit success of that operation, and therefore, must be protected from enemy detection.

5. Effective immediately, information pertaining to our EEFI will be treated at a minimum as "For Official Use Only", meaning that such information will not be transmitted by non-secure means:

a. Data determined to be sensitive but unclassified will at a minimum be encrypted using CAC/PKI.

b. Classified information (e.g., CONFIDENTIAL, SECRET, etc.) will be transmitted over a network with a minimum security classification of SECRET (e.g., SIPERNET).

c. Unclassified critical and sensitive operational traffic over a secure network. For the purpose of this memorandum, unclassified critical and sensitive operational traffic will include but not be limited to correspondence containing General Officer overseas travel schedules and all deployed and deploying troop information.

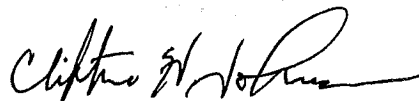
d. All lessons learned on emerging Tactics, Techniques, and procedures (TTP) related to Operation Iraqi Freedom (OIF), Operation Noble Eagle (ONE), and Operation Enduring Freedom (OEF) will be transmitted over a network with minimum security classification of SECRET.

e. If, after reviewing the references and consulting with your security manager, it remains unclear whether the data is appropriate for an unclassified network, restrict transmission to a secure network until authoritative guidance is received. Even where CAC/PKI is used, the NIPRNET is not considered a "secure" network.

ATSZ-NC

SUBJECT: Commandants Policy Letter #35 – NCOA Essential Elements of Friendly Information (EEFI) Operational Security Program

6. I expect all leaders at all levels to aggressively enforce this policy.

A handwritten signature in black ink, appearing to read "Clifton H. Johnson", with a stylized flourish at the end.

CLIFTON H. JOHNSON

CSM, USA

Commandant



DEPARTMENT OF THE ARMY
ARMY LOGISTICS UNIVERSITY
NONCOMMISSIONED OFFICER ACADEMY
562 QUARTERS ROAD
FORT LEE, VIRGINIA 23801-1705

REPLY TO
ATTENTION OF

ATSZ-NC

14 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy

SUBJECT: NCOA Policy Letter #36 – NCOA Battle Buddy System

1. First Sergeants and Senior SGLs are required to pair up each Service Member in their Courses regardless of rank. A complete list of personnel and their respective Battle Buddy will be maintained and reviewed monthly to ensure Battle Buddies are appropriately paired up and phone numbers are still current. Furthermore, once a week, first line leaders will ensure and verify that each Service Member is issued and maintained the Battle Buddy card with their Battle Buddies name and personal phone number. Service members assigned to the Logistics NCOA will have this card on their person at all times.
2. All Noncommissioned Officers assigned to the Logistics NCOA have a duty and responsibility to “look out for” and “protect” each other 24 hours a day. The NCO’s will be assigned a Battle Buddy upon arrival on Day 1 during in-processing.
3. Battle Buddies are authorized to take actions necessary to protect each other according to the Warriors Ethos and prevent unsafe or unwise actions. A Battle Buddy is more than just a “social” companion; they are Soldiers that live the Soldier’s Creed and will never leave a comrade behind. They have duties and responsibilities toward each other, to include upholding Army Values, the Soldiers Creed and relevant regulations and policies. A Battle Buddy is responsible for intervening and/or requesting assistance if a Buddy is in trouble or is in danger of committing misconduct. They are also ready to listen and lend assistance to his or her buddy regardless of the day or time; it is a 24/7 commitment to help each other. To be a good Battle Buddy means to watch out, protect and intervene when your Buddy may be headed for trouble! Remember, just like a designated driver, in order to look out for each other, you have to be sober enough to make good decisions and recognize bad ones. This policy does not authorize a Battle Buddy to interfere with law enforcement officials in the performance of their duties.
4. “Train to Lead, Lead to Train, NCOs Make it Happen”

CLIFTON H. JOHNSON
CSM, USA
Commandant

5-4 to provide
cards.

Battle Buddy System

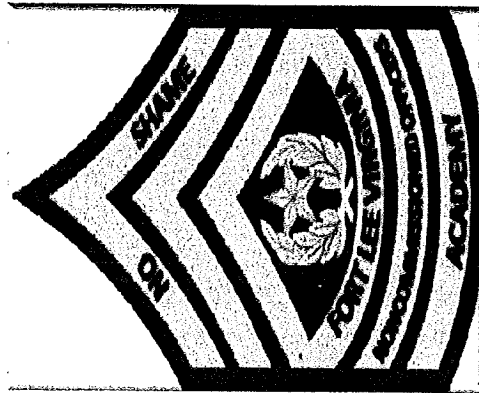
Name: _____.

Hotel Address: _____.

Hotel Phone: _____.

Cell Phone: _____.

Email Address: _____@us.army.mil.



Warrior Ethos

- I will always place the mission first.
- I will never accept defeat.
- I will never quit.
- I will never leave a fallen comrade.



DEPARTMENT OF THE ARMY
ARMY LOGISTICS UNIVERSITY
NONCOMMISSIONED OFFICER ACADEMY
562 QUARTERS ROAD
FORT LEE, VIRGINIA 23801-1705

REPLY TO
ATTENTION OF

ATSZ-NC

22 August 2012

MEMORANDUM FOR All Personnel Assigned/Attached to the Logistics NCO Academy


SUBJECT: NCOA Policy Letter #37 – NCOA Civilian Dress Code

1. Reference: Army Civilian Personnel On-Line, PERMISS, Dress and Appearance, 4 March 2004.
2. Purpose: To provide guidance to NCOA Civilians and government contractors on the Dress Code Policy.
3. Applicability: These procedures are applicable to all Civilians assigned to and/or under the operational control of the Logistics Noncommissioned Officer Academy Commandant.
4. Policy: NCOA workforce is continuously in contact with agencies from all Armed Services, local and state government organizations and the public at large. It is important that members of this command always convey professionalism in their actions and appearance.
5. For civilian personnel, business casual attire is appropriate for all other occasions. Business casual attire consists of slacks, shirt with collar (including golf style shirts), and shoes with socks for men; and slacks or casual skirt, a neat but casual blouse or top, and shoes for women. Business casual does NOT include blue jeans, dungarees, sneakers, athletic clothing (e.g., sweats), shorts, t-shirts, torn clothing, tank tops, flip-flops, or any outfits that are inappropriate for the workplace.
 - a. For men, slacks and an open collared sport shirt or polo-type shirt are normally sufficient. Coats and ties are optional, but ties are required when briefing or meeting VIPs the public, or when performing official duties off the installation. Casual shoes or dress shoes are acceptable. However, athletic shoes are not appropriate.
 - b. For women, "casual" includes dress, shirt and blouse combinations, pantsuits, or a blouse and slacks. Wearing low cut shirts, short skirts, bare midriff shirts, and other apparel that are revealing and inappropriate for a professional office/classroom environment are not authorized to be worn at any time. Casual shoes are acceptable. However, athletic shoes are not appropriate.

ATSZ-NC

SUBJECT: NCOA Policy Letter #37 – NCOA Civilian Dress Code

5. Male and female grooming standards should also reflect a professional image.
6. Exceptions: There may be occasions, like organization days or office cleanup days, when "dress down" is appropriate. Obvious exceptions like these do not require special approval. Deviations from this guidance under other circumstances require approval of the Deputy to the Commandant.
 - a. Fridays have been designated as a "dress down" day for the NCOA. However, faded torn, or skinny jeans, athletic clothing, shorts, suggestive attire, t-shirts, unclean sneakers, flip-flops, novelty buttons, and other less than professional clothing will not be worn under normal circumstances or when conducting official business.
 - b. Some work place situations will dictate that jeans or coveralls may be worn on days other than Fridays. These situations include, but are not limited to, working on the shop floor performing equipment maintenance or blue collar work that would otherwise damage business casual style clothing.
7. The point of contact for this action is Mr. Don Wells, Deputy to the Commandant, 765-2419.


CLINTON H. JOHNSON
CSM, USA
Commandant